CHAPTER 3. AIR TRAFFIC CONTROL SPECIALIST ON-THE-JOB TRAINING AND POSITION CERTIFICATION

SECTION 1. GENERAL

3-1. GENERAL. This chapter establishes requirements and procedures for standardization of instruction and evaluation of the OJT and position certification process.

3-2. FACILITY TRAINING HOURS.

- a. Each facility shall:
- (1) Establish target hours, minimum certification hours, and OJF hours for each operational position within the facility. Cross-sectional work groups shall be used to recommend these hours.
- (2) Establish target hours, minimum certification hours, and OJF hours for categories of individuals in order to adjust training requirements for the level and recency of previous experience (e.g., those with no previous experience, individuals transferring from a same-type/same-level facility, individuals transferring from same-type/lower-level facility, etc.).
 - (3) Evaluate established hours at least annually and, if necessary, adjust the hours.
- b. ATMs may authorize training on consolidated positions when the consolidation of these positions is a routine configuration at a facility. Each facility shall identify in its training order those operational positions that are routinely combined. OJT time may be allotted between the consolidated positions based on traffic activity, as determined by the OJTI. If the developmental is certified on one or more of the consolidated position(s), the full amount of OJT time shall be allotted to the position on which the developmental is not certified.

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SECTION 2. ON-THE-JOB-TRAINING AND POSITION CERTIFICATION

3-3. SELECTION, CERTIFICATION, AND EVALUATION OF OJTIs.

- a. The selection of OJTIs shall be accomplished as follows:
- (1) To be eligible for selection as an OJTI, a candidate shall meet the following minimum qualification criteria:
- (a) Certified a minimum of 6 months on positions involved. Exception: Transferring ATCSs with previous OJTI experience on the same-type position, shall be certified on the positions involved for a minimum of 60 hours. This requirement may be waived at the ATM's discretion for noncontrol positions.
 - (b) Current on positions involved.
 - (c) Recommended by immediate supervisor.
- (2) A panel shall be designated by the ATM to recommend ATCS OJTI candidates. Composed of a minimum of two people, the panel shall consider, at a minimum, the following personal attributes in its recommendation of OJTI candidates:
 - (a) Human relations skills.
 - (b) Communication skills.
 - (c) Motivation and attitude.
 - (d) Objectivity.
 - (e) Credibility.
 - (3) The panel shall forward its recommendation to the ATM for final approval.
 - b. To be assigned OJTI duties, the selectee shall:
- (1) Successfully complete the approved FAA Air Traffic OJTI course or OJTI Cadre course. Course completion shall be documented in FAA Form 3120-1, Section VII.

NOTE: This documentation requirement applies to all training occurring on or after the effective date of this order.

- (2) Successfully complete OJTI certification. This certification shall be performed by the employee's first-level supervisor through personal observation of the employee's performance while conducting the first OJT session. Documentation of the certification shall be made in the employee's FAA Form 3120-1, Section III.
- c. First-level supervisors shall administer OJTI over-the-shoulder evaluations for OJTIs within 30 days of assignment of OJT duties and at least every 6 months thereafter, while they are performing OJTI duties.

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The evaluations shall be documented in the employee's FAA Form 3120-1, Section VI. If the last evaluation has exceeded 6 months, an evaluation shall be conducted within 30 days upon resumption of OJTI duties.

3-4. TRAINING TEAMS.

- a. A training team shall be established by each developmental's supervisor. The training team shall facilitate the training of the developmental by continuously assessing training progress and providing feedback. The specific individuals on this team may change as the developmental's training progresses in order to meet individual and/or facility needs. The training team shall consist of:
 - (1) Two OJTIs.
 - (2) The developmental.
 - The developmental's supervisor.
 - (4) Other person(s) if assigned by the ATM.
 - **b.** The training team shall:
- (1) Develop and review the Training Plan, and recommend modifications to the developmental's supervisor. The team shall meet periodically to ensure training plan objectives are met. The training team shall determine the frequency of meetings.
- (2) Review the developmental's training history prior to that individual starting OJT, and if practical, observe the developmental performing tasks in a simulated environment.
- (3) Determine the operational positions for which OJF is required. OJF is required on at least two operational positions. OJF shall be completed prior to beginning OJT on positions for which OJF is assigned, and shall be documented on FAA Forms 3120-25/26/32, or in a regionally/locally approved format.
- (4) Ensure continuous, objective assessment of progress during training, including a review of all training documentation and input from all training team members.
 - (5) Provide recommendations on the developmental's readiness for certification.
 - (6) Identify areas requiring improved performance and:
 - (a) Recommend the types of skill enhancement training to be provided, and/or
 - (b) Recommend additional OJT hours.
 - (7) Provide information during the training review process, as requested.
- c. The developmental's supervisor shall act as the training team leader and shall retain the responsibility to direct the developmental's training by modifying the Training Plan after considering the recommendations of the training team. The supervisor shall facilitate training team functions and seek support of facility management and staff personnel when necessary.
- **d.** The two OJTIs shall be responsible for providing the majority of the developmental's OJT. The primary OJTI will usually train the developmental. The secondary OJTI will provide training when the

primary OJTI is not available. When neither the primary nor the secondary OJTI is available, any OJTI may provide training.

e. OJT performance feedback shall be provided to the developmental as soon as possible after each OJT session. This discussion should include an overview of the session, an identification of the developmental's strengths and weaknesses, and specific recommendations to improve performance.

3-5. TRAINING PLAN.

- a. The training team members shall develop and document in writing a Training Plan before beginning OJT. (An example of a Training Plan is shown in Figure 3-1.) At a minimum, the Training Plan shall include requirements, team responsibilities, target hours, time frames, and individual training needs.
- **b.** Any modifications to the Training Plan shall be discussed with the developmental and documented as an addendum to the original Training Plan.
- c. Retention of Training Plans shall be in accordance with paragraph 2-17, Disposition of Records and Reports.

3-6. PERFORMANCE SKILL CHECKS. (Developmental)

- a. Performance skill checks shall be used to:
 - (1) Compare the knowledge and skill levels of a developmental to those required for certification.
 - (2) Identify those areas that require improvement to achieve certification.
- **b.** A performance skill check shall occur within the first 30 days after OJT begins, and then at least every calendar month thereafter, on each position for which the developmental is receiving OJT.
 - c. Performance skill-check time does not count toward OJT hours.

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FIGURE 3-1. SAMPLE TRAINING PLAN

TRAINING PLAN

Developmental:	ADAMS, DAVID D (OU)
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Area: AREA 2

Rating: FRR

Supervisor: COE, DAVID J (PA)

The purpose of this document is to outline the training objectives for David D. Adams. The members of the training team agree to implement these objectives in a positive and timely manner. The training team will meet on a monthly basis to discuss David D. Adams's training performance and will revise this training plan as appropriate.

Position: 17 Radar Control

Target Hours: 30.0 OJF Hours: 5.0

Min. Cert Hours: 20.0 Effective Date: 07/31/1995

Primary OJTI: Secondary OJTI:

Objectives: Five (5) hours of OJF will be provided. OJT will then commence with a goal of accomplishing four (4) hours training each day. The first five to ten (5-10) hours of OJT will be conducted during light to occasionally moderate traffic volumes. All familiarization and OJT shall be accomplished, to the maximum extent possible, utilizing the primary/secondary OJTI. In the event the primary/secondary OJTIs are not available, then any available OJTI may be used to conduct training.

After reaching the minimum certification hours, and at the training team's discretion, other OJTIs may occasionally be used to help gain exposure to various control techniques. On a monthly basis, a Performance skill check shall be accomplished and the training team shall meet to discuss training progress as well as identify any potential problem areas that require resolution.

ADAMS, DAVID D (OU) Developmental	Date	COE, DAVID J (PA) Supervisor	Date
Primary OJTI	Date	Secondary OJTI	Date
Other	Date	Other	Date

d. Performance skill checks shall be performed by the developmental's supervisor or a supervisor who maintains familiarity or currency on the operational position. In the event the supervisor only maintains familiarity on an operational position, an OJTI shall be plugged in and responsible for the position during the performance skill-check session.

- e. Performance skill checks are permitted on consolidated positions only if training occurred on these consolidated positions.
- f. The results of the performance skill check shall be documented on FAA Form 3120-25 (see Appendix 2), FAA Form 3120-26 (see Appendix 3), or FAA Form 3120-32 (see Appendix 7). The documentation shall include:
 - (1) A description of performance.
 - (2) Recommendations for performance improvement.
 - (3) A recommendation for one of the following:
 - (a) Continuation of OJT.
 - (b) Skill enhancement training.
 - (c) Suspension of OJT.
- (d) Certification skill check (see paragraph 3-7), provided that minimum certification requirements are met.
 - g. After the performance skill check, the developmental's supervisor shall consider:
 - The developmental's performance during OJT.
 - (2) The performance demonstrated during the performance skill-check session.
 - (3) The recommendation(s) resulting from the performance skill-check session.
 - (4) Input from other training team members.
 - h. The developmental's supervisor shall then take one of the following actions:
- (1) Continuation of OJT. The developmental will continue OJT. It is anticipated that certification will be attained within the target OJT hours or that additional OJT hours will be assigned.
- (2) Skill Enhancement Training. Training (other than OJT) will be provided in order to improve performance. The type(s) of training to be provided shall be recommended by the training team. This training shall not count toward OJT hours.
- (3) Suspension of OJT. If training is suspended as a result of a performance skill check, a training review shall be conducted.
 - (4) Conduct a certification skill check (see paragraph 3-7).

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3-7. CERTIFICATION SKILL CHECKS.

a. Process. Only the developmental's supervisor can certify the individual or suspend OJT. The developmental's application of the knowledge and skills required for certification shall be assessed through a single certification skill-check session on an operational position. This may be supplemented by verbal questioning, simulation, or other methods. Certification is permitted on consolidated positions only if recommendation for certification occurred while these positions were consolidated. A certification on consolidated positions certifies the developmental on each of the individual operational positions involved.

- b. Requirements. Upon completion of Maximum OJT Target Hours or Additional OJT Hours a certification skill check shall be conducted. The certification skill check shall be identified as a skill check prior to the session and shall not count toward OJT hours. A certification skill check may be conducted prior to completing OJT Target hours or Additional OJT hours if it is recommended by the training team and the minimum certification hours have been completed.
- c. Responsibilities. Certification skill checks shall be performed by the developmental's supervisor or a supervisor who maintains familiarity or currency on the operational position. In the event the supervisor only maintains familiarity on an operational position, an OJTI shall be plugged in and responsible for the position during the certification skill-check session. The certification skill check shall be accomplished through direct monitoring of the position. Where these requirements cannot be met, the ATM/hub manager or his/her supervisory designee shall perform the certification skill check.

NOTE: "Direct monitoring" is defined as observing and listening to all activity at the operational position.

- **d. Documentation.** The results of the certification skill check shall be documented on FAA Forms 3120-25/26/32. The documentation shall include:
 - (1) A description of performance.
 - (2) A recommendation for one of the following:
 - (a) Certification.
 - (b) Continuation of OJT.
 - (c) Skill enhancement training.
 - (d) Suspension of OJT.
 - e. Considerations. After the certification skill check, the developmental's supervisor shall consider:
 - (1) The developmental's performance during OJT,
 - (2) The developmental's performance demonstrated during the certification skill-check session,
 - (3) The recommendation(s) resulting from the certification skill-check session, and
 - (4) Input from other training team members.

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- f. Outcome. The developmental's supervisor shall then take one of the following actions:
- (1) Certification. For a certification skill check to result in certification, all applicable job subtasks must be rated as satisfactory or not observed. If a job subtask is not observed during this session, the supervisor must document that the developmental has demonstrated satisfactory performance/knowledge for that job subtask verbally or through simulation or other methods. The position certification shall be documented in FAA Form 3120.1.
 - (2) Continuation of OJT.
 - (3) Skill enhancement training.
 - (4) Suspension of OJT.
- g. Monthly Requirement. If a certification skill check results in a recommendation for skill enhancement training or continuation of OJT, an additional performance skill check is not required for that calendar month (see paragraph 3-6b).

3-8. SKILL ENHANCEMENT TRAINING (Developmental).

- a. The purpose of skill enhancement training is to enable the developmental to return to OJT and perform at a level that will allow certification within the assigned OJT hours.
 - b. Skill enhancement training may be used to:
 - (1) Improve knowledge level or skill performance.
 - (2) Develop skills that cannot be obtained in the operational environment (e.g., seasonal traffic).
 - c. This training shall not include OJT or count toward assigned OJT hours.
- d. The developmental's supervisor shall identify the need for skill enhancement training based on recommendations from the training team.
- e. The training team shall recommend the type of training (e.g., CBI, simulation lab, classroom, position observation) to be provided.
 - f. The developmental's supervisor shall:
 - (1) Coordinate the use of training resources.
 - (2) Schedule the training.
 - (3) Document the plan in writing.
 - (4) Discuss the skill enhancement training with the developmental.
 - (5) Ensure that skill enhancement training is documented on FAA Forms 3120-25/26/32.

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3-9. ADDITIONAL OJT HOURS.

- a. Additional OJT hours may be:
- (1) Used for those developmentals who did not certify within the target hours but, in the opinion of the training team, can certify within the additional hours.
- (2) Assigned by the developmental's supervisor upon completion of target hours. The additional hours shall not exceed 20 percent of target hours.
- b. Upon the completion of additionally assigned OJT hours, a certification skill check shall be conducted.
- c. After the certification skill check, additional OJT hours may be assigned as long as the total additional OJT hours do not exceed 20 percent of the target hours. If the additional 20 percent of the target hours has been used, the developmental's supervisor shall take one of the following actions:
 - (1) Certification, or
 - (2) Suspension of OJT.
 - d. Additional OJT hours shall be documented in Section III of FAA Form 3120-1.

3-10. TRAINING REVIEW PROCESS.

- a. The purpose of the training review process is to ensure that all opportunities for training success were utilized while maintaining the integrity of the training program. Training reviews shall be conducted when requested by an ATM/hub manager or when training has been suspended due to the developmental's training performance.
 - **b.** The training review shall be conducted by the following group:
 - (1) A minimum of two of the following individuals selected by the ATM/hub manager:
- (a) A operational supervisor other than the developmental's supervisor. (If not available onsite, the hub manager may assign this duty to any operational supervisor within the hub.)
- (b) A support manager at facilities where this position is staffed. (If not available onsite, the hub manager may assign this duty to any support manager in the hub.)
- (c) TA/support specialist. (If not available onsite, the hub manager may designate any of these individuals from within the hub.)
 - (2) A representative designated by the union.
- c. The ATM and/or training team members may be asked to provide information during the training review, but shall not be part of the training review group.

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d. This training review shall include an assessment of the training history on the position. Interviews of the training team members and/or other persons may be conducted.

- e. At the completion of the review, recommendation(s) are forwarded to the ATM/hub manager. Recommendations shall include either (1) or (2) below:
 - (1) Continuation of training, which may include:
 - (a) Reassignment to a new training team,
 - (b) Assignment of skill enhancement training,
 - (c) Assignment of a new amount of OJT hours, and/or
 - (d) Other actions that would help the individual to certify.
 - (2) Discontinuation of training.
- f. The ATM/hub manager shall consider the recommendation(s) resulting from the training review in making a final determination for continuation or discontinuation of training for the developmental.
- g. The results of this training review process shall be communicated to the developmental as soon as possible, and in no case shall the training review process exceed 30 days from the date of suspension of OJT.
- h. Exceptions to the training review process may be approved by the regional Air Traffic division manager without coordination with headquarters.

3-11. OJT AND CERTIFICATION PROCESS FLOWCHARTS.

- a. Two graphic representations of the OJT and certification process in the form of flowcharts are presented on the following pages. The first flowchart is an abbreviated version of the process that provides a general overview of the basic steps involved in the OJT and certification process (see Figure 3-2). The second flowchart is a more detailed representation of the OJT and certification process (see Figure 3-3).
- b. Neither flowchart is intended as a complete description of the OJT and certification process, or as a substitute for the policy set forth in this order. The flowcharts are, rather, intended to assist in the understanding of the OJT and certification process. Paragraph numbers have been included in the flowcharts to reference the location of specific policy information in the body of the order.

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FIGURE 3-2. OJT AND CERTIFICATION PROCESS (ABBREVIATED VERSION)

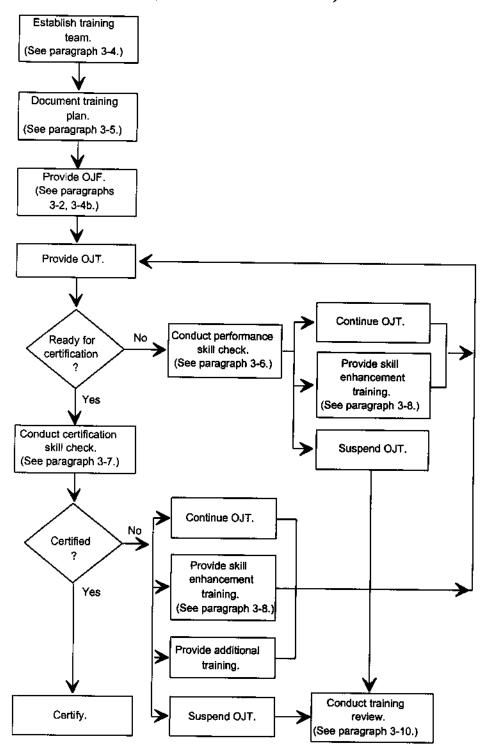


FIGURE 3-3. OJT AND CERTIFICATION PROCESS

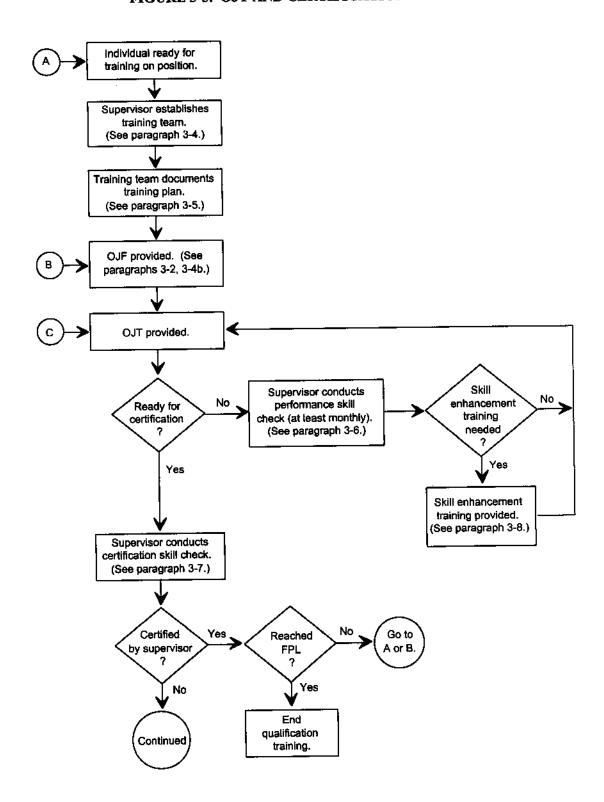
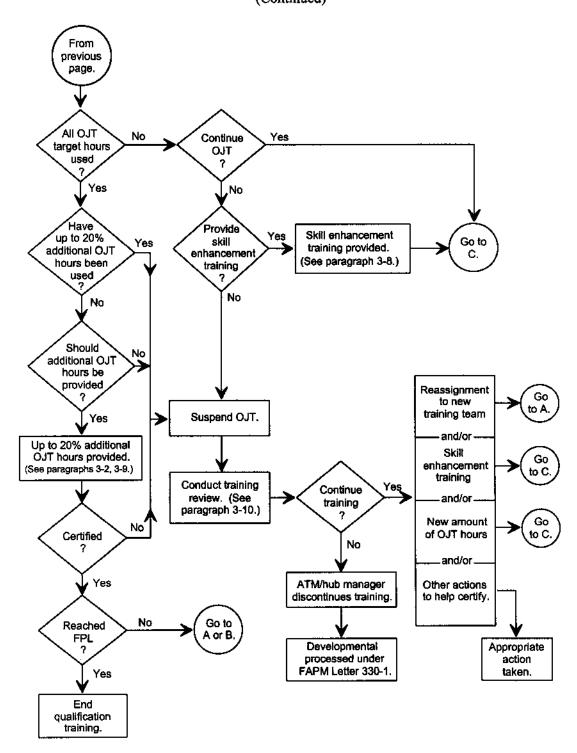


FIGURE 3-3. OJT AND CERTIFICATION PROCESS (Continued)



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